

New Employee Orientation for a New State Agency

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Revenue and Fiscal Affairs Office

February 6, 2017

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I. INTRODUCTION

In 2014, the South Carolina Legislature established the Revenue and Fiscal Affairs Office (RFA) under Act 121. This Act restructured three entities within the Budget and Control Board (BCB) and placed them under the direction of the three appointed members of the Board of Economic Advisors (“About Us”). The three entities that were separated from the BCB include the Board of Economic Advisors (BEA), the Office of Research and Statistics (ORS), and a portion of the Office of State Budget (“About Us”). These entities were re-assembled to become RFA, which is responsible for providing a diverse set of fiscal and statistical analyses, as well as services and reports for the Governor, General Assembly, state/local governments, and the private sector (“About Us”). Figure 1 shows the agency’s new divisions and programs:

Table 1: Revenue and Fiscal Affairs Office Program Areas		
<i>Fiscal Analysis</i>	<i>Health & Demographics</i>	<i>Mapping & Operations</i>
<i>Board of Economic Advisors</i> <i>Budget Development</i> <i>Economic Research</i>	<i>Development</i> <i>Health Resources</i> <i>Online Analytics</i> <i>Statistics</i>	<i>Business Operations</i> <i>Geodetic Survey</i> <i>Information Technology Services</i> <i>Precinct Demographics</i> <i>Wireless E-911</i>

As the newly formed agency is comprised of more than ten substantially diverse program areas and is tasked with a multitude of responsibilities, it is imperative that each arm of the agency is connected to the other and that a culture of unity and community is promoted. This will ensure that staff members remain focused on the mission and vision of the agency, which are as follows:

Mission

To provide independent research, analysis, and resources to the executive and legislative branches of state government, local government officials, and the private sector to facilitate informed policy decisions and administration of services.

Vision

The Revenue and Fiscal Affairs Office will be a team of trained professionals committed to the delivery of innovative, effective, efficient customer services and information.

II. RECOGNITION OF NEED AND PROJECT STATEMENT/GOALS***Project Need***

As an employee of RFA since its inception, I observed that our initial assembly could have been coordinated in a more organized and community-oriented fashion. The agency's early lack of cohesiveness seems to stem in part from the great diversity in our program areas and responsibilities, as well as the physical distance between our program area locations (there are three separate locations for RFA units within the Midlands). As time went by and new staff members were hired into the portion of RFA office housed in the Capitol Complex's Rembert Dennis Building (which is where I work), I noticed these employees frequently inquired as to what the different program areas of RFA did and why we were spread out in three separate locations. They also asked numerous questions about office logistics (especially parking) and State government human resource matters (retirement, leave, etc.).

When it came time to select a project for my Certified Public Manager course, I immediately thought of these observations and realized that the agency lacked a new employee orientation program. Perhaps the establishment of such a program would provide the unity the organization seemed to lack? I also thought about how staff seemed siloed in their respective work areas, which led to me consider the benefits that could result from implementing a cross-training program. After reviewing the agency's fiscal year 2015-16 Accountability Report, I noted there were several vital strategic objectives that I felt could also be fulfilled through these proposed new programs. These objectives include improved communication, implementation of an employee recognition program, and provision of professional development opportunities for staff.

Project Statement/Goals

Through the establishment of mandatory new employee orientation and intra-agency cross-training programs, RFA will be more likely to endow its staff members with a sense of ownership in fulfilling the mission and goals of the agency, provide staff members with valuable knowledge and expanded skill sets to foster career development opportunities, improve internal communication channels, and allow the agency to be more cohesive as an organization to ensure continuity in services.

III. DATA COLLECTION AND ANALYSIS

Data Collection

To begin work on this initiative, I first surveyed staff by posing a series of questions distributed via e-mail (Microsoft Outlook program) to see what their thoughts on the proposed new program ideas were. I chose not use an anonymous online survey

generator (such as Survey Monkey) but instead used e-mail so I would know which employees actually received and viewed the survey questions. I received responses from ten different employees (some were managers) on the questions, including whether staff felt these new programs would be beneficial. The following questions were posed:

1. *Do you feel that having a new employee orientation program will be beneficial to new hires? Why or why not?*
2. *Do you feel that having a cross-training program would be beneficial to staff? Why or why not?*
3. *Have you worked in more than one program area within RFA? If so, in which programs have you worked?*
4. *If RFA moves forward with the implementation of a new employee orientation program, would you be willing to assist as an advisor or presenter?*
5. *If RFA moves forward with the implementation of a cross-training program, would you be willing to act as a mentor and/or participate as a mentee?*
6. *Do you think having cross-training within RFA will provide you with a more valuable skillset and allow for more career advancement opportunities?*
7. *Do you think that implementing either (or both) of these programs will make our agency more cohesive?*

I also sent the head of human resources (HR) of RFA several questions via e-mail to assess how many staff we had hired between January 2015 and December 2016 and ascertain how many people may benefit each year from new employee orientation and what the staff turnover rate was. The following questions were posed:

1. *How many employees were hired from January 2015 to the current date?*
2. *Are supervisory staff ensuring that all new employees are receiving mandatory training within the prescribed timeframes?*

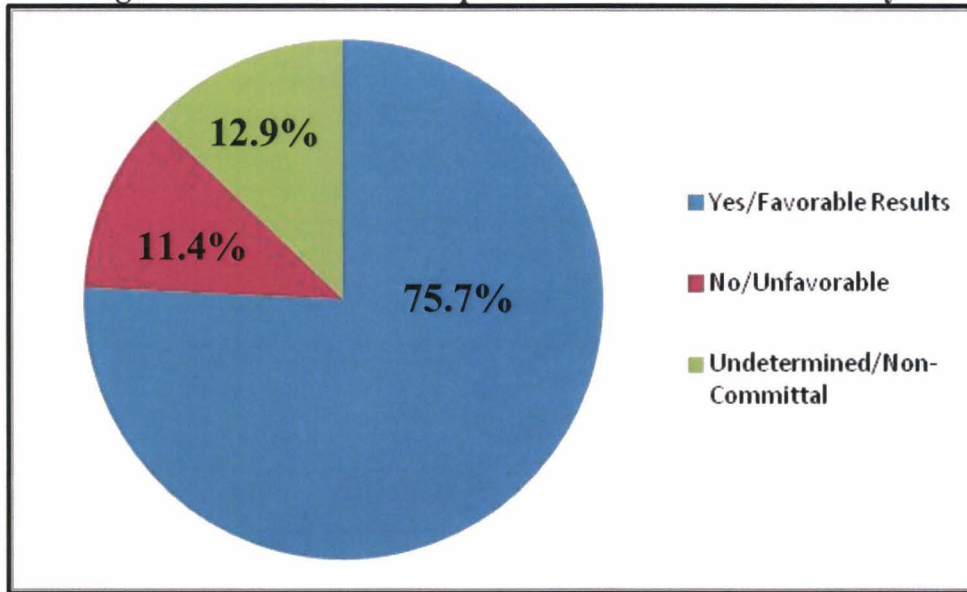
3. *Is there a central personnel/HR database used by RFA that tracks employees' adherence to fulfilling all mandatory (and other) training?*

Data Analysis – Staff Questions

I found that the number of responses to the staff survey was disappointing, as RFA had more than 80 employees who received the e-mail but only ten of them responded. (The responses I received are included in **Appendix 3**.) Out of those (which included management and supervisory staff) who did respond, they overwhelmingly thought both proposed programs were good ideas, in that over 75% of them provided feedback that was favorable to the development of both a new employee orientation program and an intra-agency cross training program. I also asked staff to indicate their willingness to participate as presenters/mentors for the programs, and most (but not all) responded affirmatively. Table 2 and Figure 1 below show the breakdown of the affirmative, negative, and non-committal responses:

Table 2: Response Results from Staff Survey		
<i>Response</i>	<i>Points</i>	<i>Percentage of Total</i>
Yes/Favorable	53	75.7%
No/Unfavorable	5	11.4%
Undetermined/Non-Committal	9	12.9%
<i>7 questions, with 10 responses to each = 70 possible favorable points*</i>		

Figure 1: Pie Chart for Response Results from Staff Survey



One significant item to note is that after further discussions with the RFA executive management team, I learned that they preferred to focus on just the new employee orientation program for the purposes of this project rather than both that program and the intra-agency cross-training program. As a result, I dropped the cross-training program idea and concentrated only on the new employee orientation program.

Data Analysis – Human Resource Questions

From the RFA HR manager, I learned that the agency hired 18 staff members from January 2015 through the end of calendar year 2016. This is an average of nine (9) new employees being hired each calendar year. The agency currently has approximately 80 employees, so the new hires would represent over 10% of the total RFA staff.

I also learned that agency supervisors are responsible for ensuring all new employees are receiving mandatory training within the prescribed timeframes and that the

agency's HR manager maintains a central database to track employees' completion of required training. RFA's HR manager is very supportive of the proposed new employee orientation program.

IV. IMPLEMENTATION PLAN

As noted in the data analysis section of this report, after collecting feedback from executive management staff of RFA, I purposely refocused the project on simply the new employee orientation program rather than both that program and the cross-training program. For the new employee orientation project, I developed a comprehensive PowerPoint presentation (see **Appendix 4**) that displays logistical, personnel, and agency-related information that will be instructive to newly hired staff. The following steps will be required for successful implementation:

Program Development (these items have been completed as of February 6, 2017)

- The initial version of the new employee orientation program was developed during the months of October 2015 through January 2017.
- The program was developed using input from staff and management of RFA.
- There is no cost for development and implementation of the program outside of the man hours required for collecting data, putting the PowerPoint presentation together, and receiving RFA management feedback.

Program Rollout (these items are to be completed)

- The program will be rolled out as a mandatory training requirement for all newly-hired staff who report to work on or after March 1, 2017.
- Prior to March 1, 2017, RFA information technology staff will be notified to place the new employee orientation PowerPoint presentation on the agency's intranet website. (The presentation will only be made available to staff via the RFA intranet site.)
- The agency will announce the existence of the mandatory new employee orientation program at a managers' meeting prior to March 1, 2017.
- Prior to March 1, 2017, the RFA HR manager will send an e-mail to all supervisory staff that directs them to provide the link to the agency's new employee orientation program to all newly-hired staff upon their first day reporting to work.
- New hires will be required to review the training session with one business week of starting work with RFA. They must notify their supervisors upon their completion of the training.
- Supervisors will be responsible for notifying the RFA HR manager of staff completion of the training.
- The RFA HR manager will be responsible for updating the central training database when new hires have viewed the orientation program.
- RFA will ensure that this training is listed as a requirement for all newly hired staff in its list of standard operating procedures. It will also note the presence of this requirement in the agency's accountability report.

Potential Obstacles

There are several potential obstacles for implementing the new employee orientation program. These include the possibility that an RFA supervisor may be on extended leave during the time a new employee begins work. This would mean that the RFA HR manager may not be notified that a new hire had reviewed the training program within the required one business week time. This can be addressed by requiring that supervisors notify the RFA HR manager of when they will be out of the office so that the HR manager, in lieu of the supervisor, can be sure and follow up with the new staff member.

Also, should a disabled person requiring accommodations allowed for under the Americans with Disabilities Act (ADA) be hired, the agency will need to provide those accommodations. The new employee orientation program is not currently configured to meet compliance with the ADA or Section 508 of the Workforce Rehabilitation Act of 1973. As such, it would behoove the agency to confer with appropriate information technology staff to make these accommodations possible.

Potential Resources

New staff themselves may serve as a resource in revising the new employee orientation program, in that they can notify the developer of the program about information that could be added or of items that could be modified (see **Evaluation Method** section.) Also, other state agencies could serve as resources by providing information on the types of things they include in their own new employee orientation programs.

V. EVALUATION METHOD

The initial implementation of the new employee orientation program will be evaluated through (1) new employee survey questions and (2) supervisor survey questions. Beginning in March 2017, all newly-hired staff who have reviewed the training and notified their supervisors that they have done so will thereafter be presented with a set of survey questions from the RFA HR manager. The RFA HR manager will simultaneously present a set of survey questions to new employees' supervisors and tabulate and document the results of both surveys. The goal will be 100% compliance, meaning that all new hires do, indeed, review the orientation program within one business week of starting with the agency. After the first six months of implementing the new employee orientation program, the RFA HR manager will calculate the compliance rate and compile any suggested additions or revisions to the program from new employees and/or their supervisors and present those ideas to the program developer.

New Employee Survey Questions:

- Did you receive the link to the new employee orientation program from your supervisor on your first day of reporting to work? (Yes or No)
- Did you complete your review of the new employee orientation program within one business week of beginning work with RFA? (Yes or No)
- Did you find the new employee orientation program helpful? (Yes or No)
- Do you have suggestions for improving the new employee orientation program? If yes, please list those suggestions here.

Supervisor Survey Questions:

- Did you provide the link to the new employee orientation program to your new staff member on his/her first day of reporting to work? (Yes or No)
- Did the new employee complete the orientation program within one business week of beginning work with RFA? (Yes or No)
- Did the new employee provide feedback to you on the content or format of the orientation program? (Yes or No)
- If your new employee provided feedback on the orientation program, please provide details of that here.

VI. SUMMARY AND RECOMMENDATIONS

Through the development process for this project, I learned that most RFA staff members who responded to my survey questions about a new employee orientation program and an intra-agency cross training program believe the agency would be more cohesive should we pursue these options. I also learned that the RFA HR department does maintain a centralized tracking system for employee training and that the HR manager is very supportive of the new employee orientation proposal. Additionally, I learned that RFA executive management is not ready at this time to pursue the proposed intra-agency cross training program, so perhaps that project can be implemented in the future.

In addition to surveying new staff and their supervisors to determine the effectiveness of the mandatory new employee orientation program, I would recommend surveying other state agencies to examine what elements their new employee orientation programs have. It would be beneficial to note how other agencies present their programs

and track compliance and for RFA to adopt any “best practices” that could be gained from such a comparison. I would also recommend the agency recruit its IT staff to tailor the program so that it meets all ADA and Section 508 compliance provisions to ensure new staff requiring accommodations can also review the training.

VII. WORKS CITED

“About Us.” *S.C. Revenue and Fiscal Affairs Office*, rfa.sc.gov/about.

PROJECT PROPOSAL for CPM Class of 2017
CERTIFIED PUBLIC MANAGER PROGRAM

NAME Stephen Gardner

DATE 22 September 2016

ORGANIZATION Revenue and Fiscal Affairs Office

PROPOSED TITLE OF YOUR PROJECT New Employee Orientation and Cross-Training Programs

What is the issue you wish to investigate or topic you wish to research?

The Revenue and Fiscal Affairs Office, one of South Carolina's newest agencies, has not yet implemented an organized new employee orientation process, and it currently does not have a formal cross-training program. As the agency is comprised of multiple areas with diverse responsibilities (e.g., the budget development, economic analysis, demographics, health statistics, E911, mapping, and geodetic survey units), it would be ideal to establish a new employee orientation program and an intra-agency cross-training program, both of which I propose to be mandatory. Implementing these new programs will allow for staff to gain a sense of ownership in fulfilling the mission and goals of the agency, provide staff with valuable knowledge and expanded skill sets, and allow the agency to be more cohesive as an organization.

Why is this issue important to look at in your workplace?

Implementing these new programs will allow for staff to gain a sense of ownership in fulfilling the mission and goals of the agency, provide staff with valuable knowledge and expanded skill sets, and allow the agency to be more cohesive as an organization.

What is your GAP statement?

As reported in RFA's 2015-2016 Accountability Report, important strategic objectives include improved communication, implementation of an employee recognition program, and provision of professional development opportunities for staff. Fulfillment of these objectives can be enhanced through the establishment of (1) a new employee orientation program designed to ensure new staff are aware of and take ownership in the agency's mission and goals and (2) an in-depth cross-training program designed to expand employees' skillsets and, ultimately, their value to the agency. RFA, a fairly new state agency, has not established either of these programs; as there is much diversity among the programs within the agency, there is likely a need to provide such programs to ensure continuity in our services, improve our internal communication channels, and foster career development opportunities.

What data will you need to gather and what methods will you use to gather it? What are the sources of your data?

1. **How many employees were hired from January 2015 to the current date?**
I will work with our personnel/HR coordinator to determine what these numbers are.
2. **Have current staff worked in more than one area of RFA? If so, in which areas of RFA have they worked?**
I will send out a survey to all staff to determine the answer to this question and tabulate the results.
3. **Do staff feel that new employee orientation and cross-training will be beneficial?**
I will send out a survey to all staff to determine the answer to this question and tabulate the results.
4. **Are supervisory staff ensuring that all new employees are receiving mandatory training within the prescribed timeframes? Is there a central personnel/HR database used by RFA that tracks employees' adherence to fulfilling all mandatory (and other) training?**
I will gather this information from RFA's personnel/HR. If no such centralized database exists, I will work with our personnel/HR area to develop one.

PLEASE USE THIS SPACE TO ELABORATE ON ANY OF THE PRECEDING INFORMATION.

Please circle the answers the following questions about your project:

1. Does this project represent something you have a reasonable amount of control over in your current position?

A. Yes B. ☒ No C. Unsure

2. Has your supervisor reviewed and approved this project proposal?

A. ☒ Yes B. No

My current E-Mail Address: **Stephen.gardner@rfa.sc.gov**

My current Telephone Number: **803-737-0002**

Submitted by:

Approval by (DHR/Mentor):

Stephen Gardner

Date: **22 September 2016**

Date: _____

MEMORANDUM

To: Bill Tomes

From: Stephen Gardner

Date: December 7, 2016

Re: CPM Project Progress Summary

My CPM project involves the development of a new employee orientation program and a cross-training program for the relatively new state agency, the Revenue and Fiscal Affairs Office (RFA). RFA consists of over ten different program areas, each of which is quite diverse in its scope of duties and responsibilities. As such, I thought it would be beneficial for new hires to learn about all the different parts of the agency, and I thought it would render the agency more cohesive to provide cross-training for staff who desired more insight into divisions other than the ones in which they work.

To begin work on this initiative, I first surveyed staff to see what their thoughts on these ideas were. I received responses from ten different employees, some of them managers, on a series of questions I posed, including whether staff felt these new programs would be beneficial. Staff overwhelmingly thought both proposed programs were good ideas. I also asked staff to indicate their willingness to participate as presenters/mentors for the programs, and most (but not all) responded affirmatively. I feel that through the answers I received during the survey process, I have now corroborated the need and desire for the development of these programs at our agency.

I am currently working on developing the elements of each program and am conferring with our human resource and executive management staff as to the content. I am working on a PowerPoint program that will constitute the framework of the new employee orientation program, and I am also composing a standard operating procedure for the cross-training program. I am excited about these new programs and feel confident that collectively they will strengthen our organization.

Survey Questions and Answers:

1. Do you feel that having a new employee orientation program will be beneficial to new hires? Why or why not?

Yes, it's always helpful to inform new staff members of office programs.

Yes. I think it's helpful to understand the agency you're just coming to work for and get an idea of where I fit in to my new scary place.

Yes, I do feel that having a new employee orientation program is beneficial to new hires. I have two most recent hires who have shared their new hire experiences. They both said we (RFA) could be more thorough orientation program.

Yes. The various sections of RFA do a lot of cool things (for lack of better way to say it) that people don't realize. To know the important work we do – RFA as a whole and H&D specifically, is a point of pride. I think that pride should be shared with each new hire.

Yes.

What elements are you adding to the New Hire Orientation process we currently have?

I do think an employee orientation program would be beneficial so that new hires have a better understanding of the people around them and the work that goes on in the agency. I also think it would foster a greater sense of belonging if new hires had a chance to meet people from other sections.

We have an extremely diverse set of programs and it would be of benefit to a new employee to get an overview of all the different sections and what they do.

What would be included in the orientation program? I am thinking you are referring to something that would educate the new employee of what we do in RFA, right? I have a conditional reply of yes. Why or why not? This agency is one of the more diverse agencies I know of in state government. VERY few people in our group know or understand of the mapping services section and the role of the Geodetic Survey. I think having a good understanding of what we have in RFA is extremely valuable, but I feel pretty comfortable saying someone hiring on in the Business Services or along the back wall where you are located would have any desire to work with my section. I hope that I am wrong, but that is my gut talking.

Yes, I would have like to have had an orientation program when I came on board last year to acclimate myself to not only working with my department, but working for the State. I also feel that it would be less time invasive for the supervisor is there is an orientation that takes care of setting up the new employee with their computer, parking, ID badge, where to go in case of a fire, and other day to day items that are departmental and not specific to the job that they were hired for.

Number of Yes Responses: 9

Number of No Responses: 0

Number of Undetermined/Non-Committal Responses: 1

2. Do you feel that having a cross-training program would be beneficial to staff? Why or why not?

Yes, it's always beneficial to have others cross train in other areas.

Oh, yes. It so frustrating when you have to wait on one person to get something you need. And there are things that are done in my section that I'd love to know more about. I'm having that opportunity now and I'm so excited!

Yes, a cross-training would be beneficial to our staff. I already have one employee who has expressed an interest in learning new skills from another RFA employee who has a job in his area of interest. A year ago I lost an employee to DOT, where a cross-training program might have kept him happy here.

Only if there is an interest by the employee in learning something new/different. I was asked to identify someone to cross-train in Privacy. For weeks, I thought about it but got stuck identifying someone. What if that person had zero interest? What if that person had enough work to do that my saying "you learn about privacy" would create more pressure? I think someone indicate interest first, otherwise cross-training may be burdensome and create resentment. Just my two cents. (Thankfully, someone stepped forward and offered to cross-train for privacy!).

Yes.

It is always beneficial to have employees cross-trained. The decision is determining if/when would cross-training warrant a salary adjustment and how to budget?

I think cross-training could be an opportunity for growth.

People can get burned out working on the same stuff over and over. Cross training would give an employee a chance to work on something different without have to look somewhere outside the agency.

Absolutely! I would love to learn other skills myself, and I think having staff cross trained helps everyone understand the different positions that we all have, and how we come together as a whole. There is also a backup in case of an emergency if others are trained in more than one position.

Again, I refer back to the first question. If the new employee is interested in mapping/GIS they may be interested in field work, but if they instead are interested in statistics or

budgets or economic research, then probably not. Why or why not? Yes and no. See my first answer.

Number of Yes Responses: 8

Number of No Responses: 0

Number of Undetermined/Non-Committal Responses: 2

3. Have you worked in more than one program area within RFA? If so, in which programs have you worked?

No.

No, Only Health and Demographics. My cross-training is in the same section.

No.

Yes. Economic Research and Budget Development.

Yes, BEA and now HR.

I have not worked in any other area within the RFA. However, within our Geodetic Survey branch of the RFA, we do work together to cover several areas of operation.

I have worked in Economic Research and Health & Demographics.

Yes. I have worked in Geodetics, Precinct Demographics, and the 911 program.

No, I have not, but I hope to get a chance to move forward.

No, not really. If so, in which programs have you worked? I offered some help with counties and mapping for 911, but never worked directly with David in 911.

Number of Yes Responses: 6

Number of No Responses: 4

Number of Undetermined/Non-Committal Responses: 0

4. If RFA moves forward with the implementation of a new employee orientation program, would you be willing to assist as an advisor or presenter?

NO.

Sure! I love that kind of stuff.

Absolutely!

I would love to participate as an advisor or presenter if we implement a new employee orientation program, or cross-training program.

Yes.

Please be mindful that this program will have to remain consistent and that volunteers are committed and accessible. With RFA having a sole position HR program, any additional HR responsibility to an orientation process would need to be minimal.

I would be willing to serve as a presenter.

Yes.

Absolutely! I love working with other people, teaching and training. I like making others feel like they are part of and welcome to our department.

Sure.

Number of Yes Responses: 8

Number of No Responses: 1

Number of Undetermined/Non-Committal Responses: 1

5. If RFA moves forward with the implementation of a cross-training program, would you be willing to act as a mentor and/or participate as a mentee?

Yes.

Again, sure! I love that stuff.

Yes.

If someone is interested in learning about Privacy, absolutely! Mentee? Maybe.

Maybe.

NA.

Probably not due to time concerns. There may be other staff better positioned for this.

Yes.

Absolutely! When I worked in a doctor's office we had students come through, and I loved being a mentor to them, and showing them what I do.

Sure.

Number of Yes Responses: 6
Number of No Responses: 2
Number of Undetermined/Non-Committal Responses: 2

6. Do you think having cross-training within RFA will provide you with a more valuable skillset and allow for more career advancement opportunities?

YES.

I definitely feel that having a cross training within RFA will add to individual skill sets, and career opportunities.

Yes both programs will be well received and add to the adhesiveness of our agency.

Maybe.

Absolutely! I believe you can never have too many skills, especially at a technical level. I am always taking classes and learning more in the way of development languages and hope to be able to help my team better.

Yes.

I think my time working in another section provides a unique understanding of the work we do as an agency. I think it's very valuable to the agency to have people who know about other sections and can make use of that talent and knowledge in different areas.

NA.

Yes.

Yes.

Number of Yes Responses: 7
Number of No Responses: 1
Number of Undetermined/Non-Committal Responses: 2

7. Do you think that implementing either (or both) of these programs will make our agency more cohesive?

YES.

Not right away, but as time goes on, I think it will grow RFA into a more cohesive group over the years.

Yes both programs will be well received and add to the adhesiveness of our agency.

Yes.

Yes.

Of course it will. The obstacles are finding employees who have the time within their workload to commit to these programs. Currently we have many employees serving on committees some on multiple and some employees who have no interest in a committee. You can only spread the willing so far and first impressions are important, so the New Hire Orientation program would need to be structurally sound and the cross-training program would need to have salary and classification issues addressed and distinguished between a voluntary cross-training, because I am interested in learning this skill or cross-training for succession planning because you will be replacing this position when it is vacated. If not it will result in increased work for supervisors, finance, and HR and could lead to moral issues. In short these are great worthy ideas, but it's important to be sure to address/anticipate potential side-affects.

I think an orientation program would be highly beneficial. Cross-training would be an excellent opportunity for staff.

Yes.

Again, absolutely. I think that it will help everyone bond more by letting us get to know one another and give a new found respect to what each of us does to make our department run effectively.

Maybe.

Number of Yes Responses: 9

Number of No Responses: 0

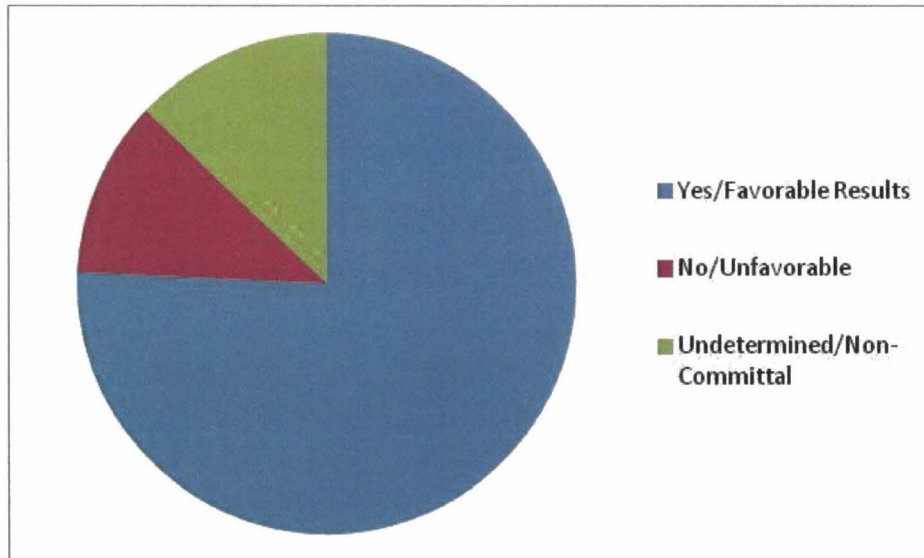
Number of Undetermined/Non-Committal Responses: 1

Total of Response Results

7 questions, with 10 responses to each = 70 possible favorable points *

Yes/Favorable: 53 points ->	75.7%
No/Unfavorable: 8 points ->	11.4%
Undetermined/Non-Committal: 9 points ->	12.9%

** Numbers have been rounded to the nearest tenth*





Established - July 1, 2014

Welcome!

The staff and board of the
Revenue and Fiscal Affairs Office
welcome you!



The Revenue and Fiscal Affairs Office has diverse responsibilities in gathering, researching, maintaining, and providing independent and professional analysis, information, and reports to state and local officials regarding demographic, economic, redistricting, financial, geodetic, health, and other data in developing public policy, fiscal stability, and effective administration of programs. We hope the information and resources provided in this presentation prove useful to your needs.



South Carolina Revenue and Fiscal Affairs Office

How Our Office Came To Be



<http://rfa.sc.gov/>

In 2014, the South Carolina Legislature established the Revenue and Fiscal Affairs Office (RFA) under Act 121. This Act restructured three entities within the Budget and Control Board (BCB) and placed them under the direction of the three appointed members of the Board of Economic Advisors. The three entities that were separated from the BCB include the Board of Economic Advisors (BEA), the Office of Research and Statistics (ORS), and a portion of the Office of State Budget. These entities were reassembled to become RFA, which is responsible for providing a diverse set of fiscal and statistical analyses, as well as services and reports for the Governor, General Assembly, state and local governments, and the private sector.



South Carolina Revenue and Fiscal Affairs Office

Mission Statement

To provide independent research, analysis, and resources to the executive and legislative branches of state government, local government officials, and the private sectors to facilitate informed policy decisions and administration of services.



South Carolina Revenue and Fiscal Affairs Office

Board of Economic Advisors



R. Chad Walldorf

Governor's Appointee and Board Chairman



H. Howell Clyborne, Jr.

Ways & Means Committee Chairman Appointee



Emerson F. Gower, Jr.

Senate Finance Chairman Appointee



Rick Reames

Board Ex Officio



Frank Rainwater

Executive Director

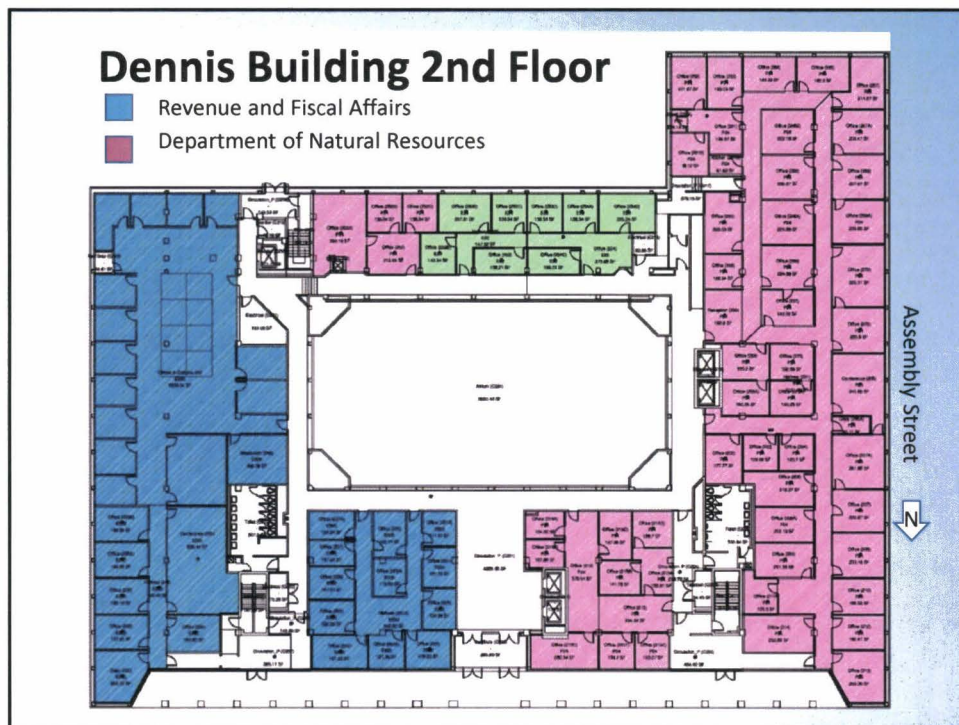
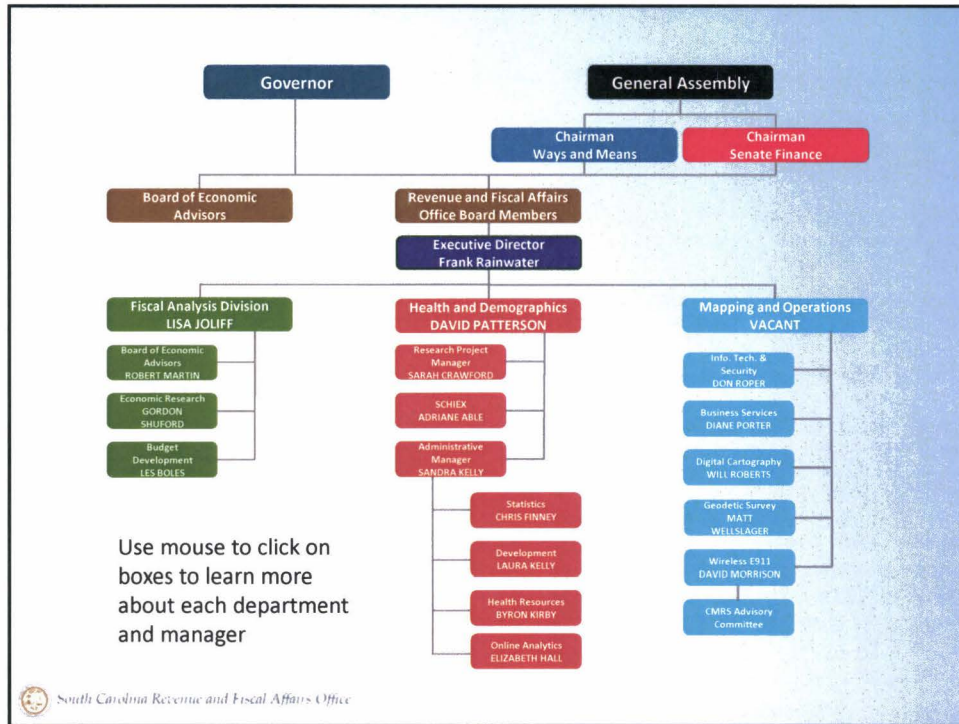


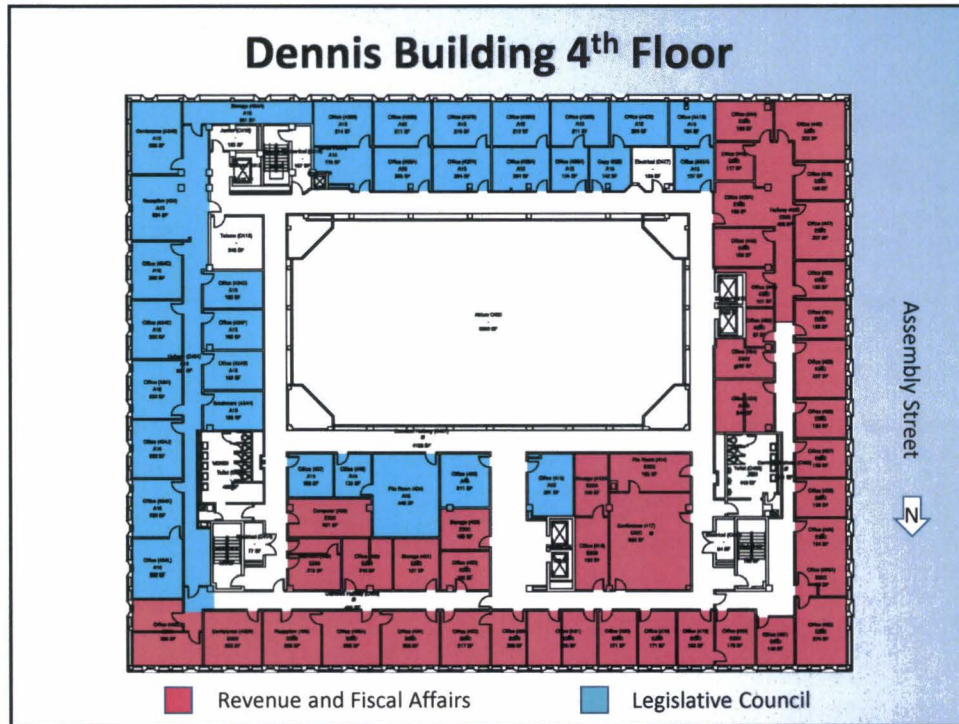
Frank A. Rainwater was appointed Executive Director of the Revenue and Fiscal Affairs Office effective July 1, 2014 and brings a diverse background of nearly thirty years of economic and legal experience to the office. Prior to his appointment, Frank served as Chief Economist and Assistant General Counsel to the South Carolina Budget & Control Board where he provided economic and revenue forecasts, fiscal analysis of tax law changes, and legal advice to board programs. Frank previously served as Deputy State Treasurer and General Counsel where he focused primarily on investments, debt, banking, and cash management issues for the state and its agencies. Through this position, he also provided assistance to the State Board of Financial Institutions, county treasurers, and the state student loan program. Frank also served as Deputy Chief of Staff and Assistant Legal Counsel in the Governor's Office regarding state budget and policy matters. His other experience includes serving as a vice president at Denmark Technical College and Assistant Director of the Office of State Budget. Frank began his career by working as a research analyst for the South Carolina General Assembly for the Senate Finance and House Ways & Means Committees, the SC Tax Commission, and the SC Board of Economic Advisors.

Frank is a native of Columbia, South Carolina and graduate of Lower Richland High School. He received his Bachelor of Arts in Political Science from Clemson University, Master of Arts in Economics from the University of South Carolina, and Juris Doctor from the University of South Carolina School of Law.



South Carolina Revenue and Fiscal Affairs Office





REVENUE AND FISCAL AFFAIRS INTRANET SITE



The RFA Intranet site is designed to give you the
tools and information needed for the successful
operation of our agency.



South Carolina Revenue and Fiscal Affairs Office

Useful Websites

<http://www.scstatehouse.gov/>

South Carolina General Assembly

<http://governor.sc.gov/Pages/default.aspx>

Office of the Governor

<https://dor.sc.gov/>

South Carolina Department of Revenue

<http://www.scetv.org/>

South Carolina Educational Television

<https://www.bea.gov/>

United States Bureau of Economic Analysis

<https://www.bls.gov/>

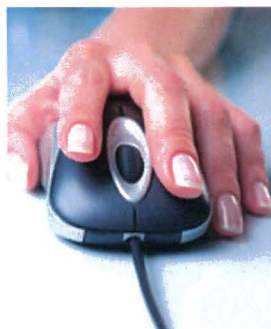
United States Bureau of Labor Statistics



South Carolina Revenue and Fiscal Affairs Office



<http://www.sceis.sc.gov/page.aspx?id=93>



*The South Carolina Enterprise Information System (SCEIS) **standardizes and streamlines business processes** within the government of South Carolina, using best business practices **to achieve cost-effective and efficient delivery of services.***

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South Carolina Revenue and Fiscal Affairs Office

Division of State Human Resources



<http://www.admin.sc.gov/humanresources>

The purpose of the **Division of State Human Resources (DSHR)** is to regulate state agencies concerning human resources issues through consultation and oversight, professional development, and alternative dispute resolution. As agencies adapt to changing environments, DSHR can offer advice and services customized for you:

1. Anticipate and plan for workforce needs now and in the future;
2. Recruit, develop, and retain the most talented employees to meet your mission;
3. Develop sound HR policies and procedures, and effectively interpret controlling laws, regulations, and policies;
4. Evaluate the effectiveness of your organizational structure and processes to maximize productivity; and
5. Mediate workplace matters.



South Carolina Revenue and Fiscal Affairs Office

Code of Conduct

<https://www.admin.sc.gov/humanresources/code-of-conduct>



South Carolina Revenue and Fiscal Affairs Office

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South Carolina Revenue and Fiscal Affairs Office

South Carolina State House Grounds



Geodetic Survey Building Location

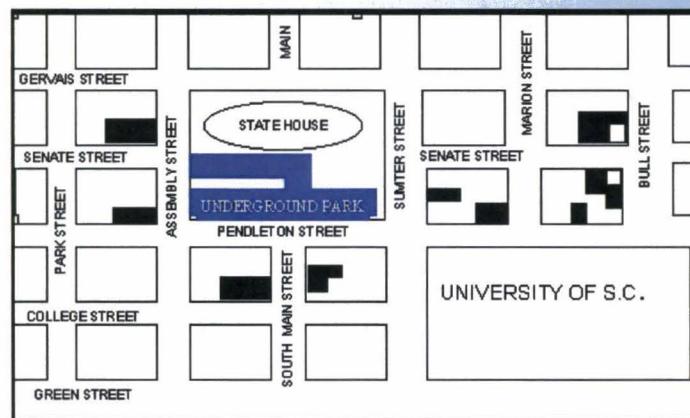
5 Geology Road, Columbia, SC 29212



South Carolina Revenue and Fiscal Affairs Office

Parking and ID Badges

<https://www.admin.sc.gov/generalservices/parking-facilities>



South Carolina Revenue and Fiscal Affairs Office